## PERFORMANCE VANAGEMENT PERFORMANCE VANAGEMENT

uring the past several years, CDC has engaged in planning processes with its partners in state and local health departments, the Department of Health and Human Services, and internal staff to establish a long-term commitment to achieving public health outcomes. Those joint efforts have resulted in the creation of a performance plan that clearly describes CDC's intended performance, including strategies involved in achieving desired results and data to assess the success of those strategies. In fiscal year 2001, CDC extensively revised its performance plan and report, changing the organization of the report to be consistent with CDC's new budget structure, describing CDC's programs in terms analogous with our identity themes, and enhancing "performance stories" for all programs.

CDC has now completed two full cycles of implementing the Government Performance and Results Act (GPRA). These cycles include strategic planning, annual planning, and program assessment and reporting. During FY 2001, CDC worked to create a more robust performance management system that spans multiple years and provides trend data wherever possible. CDC continues to provide targets and baseline measures for all FY 1999, 2000, and 2001 performance measures. Also, we provided information on actual performance for most of the performance measures contained in our multiyear plan.

As was the case in developing CDC's initial performance plan, CDC has continued to emphasize supporting the HHS strategic goals and the national health promotion and disease prevention objectives in *Healthy People 2000* and *Healthy People 2010*. Developing performance goals and targets for health promotion and disease prevention are difficult because public health problems and their solutions are often determined externally by societal changes and environmental events instead of by planned internal actions. For this reason, CDC's goals and measures project a broad, overarching approach that targets the underlying causes of disease, disability, and injury. Those underlying factors have been termed the "actual causes of death" and their toll on our nation's health, in terms of health care costs and years of potential life lost, is significant.

Since its initial efforts in implementing GPRA, CDC has continued to work with its partners and HHS to update and integrate enhancements to its performance plans and reports. CDC's success in developing a good performance plan is based on its use of and access to data and the ability to communicate the linkage between CDC's programs and the desired health outcomes.

CDC's reliance on data and access to data are exemplified by its approach to public health problems. In order to address these problems, CDC uses a reliable, proven, flexible four-step process that adapts to the wide variety of problems that are subjects of CDC programs: infectious diseases, environmental and occupational health, injuries, and chronic diseases. This public health approach consists of detecting and defining a problem through surveillance, determining the causes, developing and testing potential strategies for handling the problem, and implementing nation-wide prevention programs. The approach is solidly based in science and is reflected in CDC's programs as well as its evaluation of programs.

As of December 31, 2001, CDC has achieved or exceeded targets set for 145 of the 217 performance measures in CDC's FY 2001 Performance Report. Only 20 targets were not met, and data are outstanding for 52 of the performance measures contained in the plan. Measures with outstanding data will be reported as soon as results become available. We anticipate that we will have data available for 45 measures in 2002 and for six measures in 2003; data for one measure will not be available until 2004. However, at this point, CDC has achieved or exceeded 88% of its targets for which data are available.

Numbers, of course, tell only part of CDC's performance story. In an ongoing effort to improve our performance plan and report, we revised our plan so that each section now addresses the three CDC identity themes in greater detail:

- protecting the health and safety of Americans,
- providing credible information to enhance health decisions,
- promoting health through strong partnerships.

For the latest detailed descriptions about CDC's programs, their intended results, and ongoing activities, see the publication *Centers* for Disease Control and Prevention's FY 2003 Performance Plan, FY 2002 Final Performance Plan, and FY 2001 Performance Report (available spring 2002).